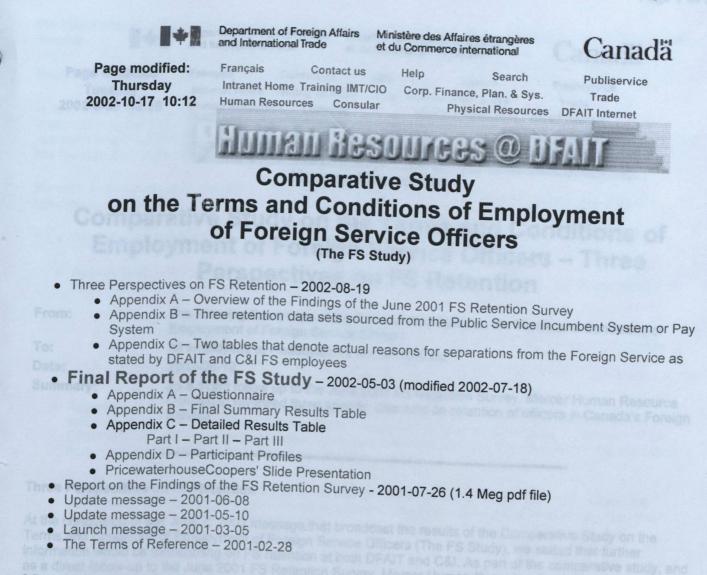
Working Group on the Terms and Conditions of Employment of Foreign Service Officers Page 1 of 1



© Department of Foreign Affairs and International Trade, 2002 All rights reserved.

Board Secretariate FS Referction Data Report, and a sampling of the actual reasons stated or some 66 C&I and DFAIT FS employees, hired between 1980 and 2002, who separated from the Foreign Service over the same time frame. Mercer's admary task was to ascertain whether the rossons cited by 65 FS employees who separated from DFAIT and C&I could be approprintly linked with the TBS retention data and the findings of the June 2001 FS Retention Survey. Le were thare convergent or divergent trends amongst the three data sets

Mercer's initial Fieldnes

Anter considerates which Mancer Human Resource Consultants concluded that significant differences to data composition and tablection methodology explied in each of the three data sets did not allow for a clear delineation of all are the brends anion out the three data sets converge or diverge. For example, the June 2001 FS Retention Starsey date a based on 337 FS respondents and standes three reasons at the time of the survey for potential separations, while detailing teelings and attandes of FS towards their work, their management and data for separation have the Foreign Service, but a considerably smaller sampling, notably 16 CAI FS Officers and 50 DFAIT FS Officers. In most cases, only one reason explaining the separation appeared on an employee's statistical data, but is limited to bread reasons for separation (e.g. realizement, resignation). Given